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# CAREER SERVICE COMMITTEE 23RD MEETING

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22 April 1952

## MINUTES OF 23rd CAREER SERVICE COMMITTEE MEETING

21 April 1952 - 4:30 P.M.

Present: Walter Reid Wolf - Deputy Director (Administration)  
Matthew Baird - Acting Assistant Director (Personnel) and  
Director of Training  
Kingman Douglass - AD/OCI  
[REDACTED] DAD/OSO  
- Executive Secretary

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1. The minutes of the 22nd meeting on 11 April 1952 were approved as distributed.

2. Mr. Wolf, the new Chairman of the Career Service Committee, said that he felt that there was nothing, other than day-to-day operating matters, of greater importance to CIA than the firm and sound establishment of a career system and program. He recognized that this is a problem of great complexity due to the wide range of functions carried on within CIA. It is important that the career program be equally available to all CIA personnel and that no concept of an "elite corps" be allowed to enter into the program.

3. Colonel Baird emphasized that the Career Service Program was designed, at least in part, to advance to positions of higher authority capable individuals whose performance had been demonstrated. These persons, who would have been selected for their ability and high potential, would in fact represent the group upon which the Agency would rely in the future. However, it was undesirable to identify such persons or to set them apart from other CIA personnel. Actually we hope to establish an executive development system as a part of the Career Service Program which in its broad aspect is concerned with all CIA personnel.

4. The draft of "Functional Analysis of Positions in CIA" was discussed in considerable detail. This paper had been prepared as a possible alternative to the DCI's suggestion that classes of personnel be set up around which separate programs would be built. Even though the number of classes had been enlarged from three to seven and they had been erected on a functional basis, it was obvious that it would be difficult to devise a separate program for each class. Rather would it be necessary to subdivide still further (as had been done in the Communications Group and in the Support and Maintenance Group) in order to reach a relatively homogeneous group of related jobs. [REDACTED] 5X1A9a said that it would not be desirable to formalize divisions or classes of personnel in view of the difficult living and social conditions that pertain in many of the small overseas stations. In [REDACTED] opinion such categorization 25X1A9a of personnel would increase the security hazard due to the lowered morale in the less favored classes. Mr. Douglass believed that this paper emphasized

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the undesirability of making any divisions in the body of CIA personnel in view of the diversity of functions represented by the [ ] positions presently occupied in CIA and recognized in the study.

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5. There was brief discussion of the points of adjustment that had been requested by the DCI in his memorandum of 7 March 1952 and the Committee felt that all had been resolved quite adequately except that which related to the division of personnel into classes. It was agreed that the Committee would return to its original concept in the belief that this would best provide the DCI with the career system and program that he wished. Colonel Baird pointed out that forty or fifty experienced and well-qualified persons - Deputy Assistant Directors and Staff and Division Chiefs - had over a period of months studied the problem and arrived at a program and a solution on which there had been unanimous agreement.

6. It was agreed that the Career Service papers of the former Chairman would be transferred to Mr. Wolf's office. It was agreed that prior to the next meeting of the Committee, the Executive Secretary would prepare for the Chairman briefs on the issues that remained to be resolved.

7. It was agreed that the next meeting would be at the call of the Chairman.

8. The meeting adjourned at 5:05 P.M.

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